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OFFICE OF SECURITY COMPETITIVE EVALUATION PROGRAM

3rd Revision - September 1960
(Pages 1 and 2 Revised March 1961)

PART I - POLICY

1. Agency policy provides that promotions will be based on competitive evaluations of qualified employees with respect to their performance, qualifications, length of service, acceptance of Career Staff obligations and value to the Agency.

2. To become eligible for evaluation, an employee must first have entered the zone of consideration for promotion by having served the minimum length of time in grade as prescribed by Regulation [REDACTED] 25X1A

25X1A 3. The Competitive Evaluation Panels which were originally established under the Office of Security Competitive Promotion Program, in compliance with Regulation [REDACTED] rated personnel in grades GS-12 and below by component grouping. These panels were changed in March 1961 to provide for rating by GS grades on a Security Career-wide basis rather than separating grades by components. The panels are composed of personnel senior in grade

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to the persons whom they will evaluate. The composition of these panels will be changed by the Director of Security at his discretion. In the case of a prolonged absence of a member, an alternate will be named on an ad hoc basis by the Director of Security.

4. The Senior Grades Panel which rates all eligible personnel in grades GS-13 and GS-14 on a Security Career-wide basis, remains in effect without change. The other panels created in March 1961 are as follows:

GS-12 Panel

Medium Grades Panel (GS-10-11)

Junior Grades Panel (GS-7-8-9)

5. The composition of the panels fairly represents the two major components of the office. Each panel has a chairman designated by the Director of Security and a non-voting secretary furnished by the A&TS. The secretary is responsible for (a) compiling lists of persons eligible for evaluation, (b) having available for review and reference pertinent current data on each person scheduled for evaluation, and (c) maintaining records of panel proceedings.

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6. As indicated in Regulation [REDACTED], personnel in 25X1A
Grades GS-1 through GS-6 will not be rated by panels, but the basic
principle of competitive promotion will be followed in considering their
promotions.

7. All personnel in Grades GS-7 through GS-10 will be rated at least
once each year after receipt of their latest Fitness Reports. Every eligible
security careerist in Grades GS-11 through GS-14 will be rated at least
once each year after receipt of his latest Fitness Report. In order to
accomplish this, each panel will hold a series of meetings once yearly to
evaluate specified personnel in a particular grade as soon as possible
after the annual Fitness Reports for that grade have been processed, and
at least one month in advance of the first annual date set by the Career
Service Board for consideration of promotions of personnel in that specific
grade. The Administration and Training Staff will supply each panel with
the names of personnel eligible to be evaluated.

8. After a panel completes the evaluation of all applicable personnel
in a specific grade, the resulting ratings will be tabulated by Administra-
tion and Training Staff for all panels except the Senior Grades Panel.
Ratings for the Senior Grades Panel will be tabulated by the Executive
Officer. All tabulations will be designated "Eyes Only" and will be submitted

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to the panel chairman for authentication and submittal to the Director of Security, through the Career Service Board. The Career Service Board may request a panel chairman to explain any rating and the Board may recommend changes in specific ratings to the Director of Security. Upon approval by the Director of Security, the evaluation tabulations become the official Competitive Evaluation Ratings for use of the Career Service Board in the consideration of promotions and are maintained on an "Eyes Only" basis as stated below.

9. Tabulations of ratings for GS-13 and GS-14 personnel will be made in one original copy only and will be maintained by the Executive Officer on an "Eyes Only" basis for the exclusive use of the Director of Security and members of the Career Service Board. Tabulations of ratings for personnel GS-7 through GS-12 will be made in an original to be kept by the Chief, A&TS, and one copy to be kept by the Executive Officer on an "Eyes Only" basis for the exclusive use of the Director of Security and members of the Career Service Board. No other copies of any evaluation ratings will be made or kept.

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PART II - STANDARDS

1. The evaluation of each employee will be recorded on a form which provides for ratings on seven major elements based on the individual's administrative record as reflected by Personal History Statements, Fitness Reports, Training Evaluations, Records of Performance, etc. Each of the major elements is assigned a maximum numerical value, as follows:

a. Performance	50
b. Value of Employee to Agency	20
c. Personal Effectiveness	10
d. Acceptance of Career Obligation	9
e. Education	5
f. Experience	3
g. Time in Grade	<u>3</u>
	100

Where appropriate, the elements have been divided into sub-elements which in turn have been assigned a range in numerical values within the total possible score of the major element as follows:

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	<u>Maximum Possible</u>
A. <u>PERFORMANCE</u>	
Productivity	(25)
Quality	(25)
	<u>50</u>
B. <u>VALUE TO AGENCY</u>	
Supervisory or Leadership Qualities	(10)
Versatility or Expertness	(5)
Growth Potential and Trainability	(5)
	<u>20</u>
C. <u>PERSONAL EFFECTIVENESS</u>	10
D. <u>ACCEPTANCE OF C. S. OBLIGATION</u>	9
E. <u>EDUCATION</u>	5
F. <u>EXPERIENCE</u>	3
G. <u>TIME IN GRADE</u>	3
	<u>100</u>

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2. STANDARDS FOR RATING ELEMENTS AND SUB-ELEMENTS

a. The following pages (8 thru 14) contain standards for rating each element and sub-element, and the factors which should be considered in determining each rating. The factors listed for consideration are guidelines only and are not to be given numerical ratings.

b. In order to assure that proper consideration is given to the standards and factors in each case, the appropriate page among the following (8 thru 14) should be kept before each panel member during the deliberations covering the specific element or sub-element.

c. More general guidance in the rating process is contained in Part III, Guidance. Each panel member should familiarize himself with it. Part III should be used as a reference whenever necessary and should be reviewed periodically by panel members so that its provisions will be kept in mind during the evaluation process.

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A. PERFORMANCE Maximum Possible Total 50**(1) PRODUCTIVITY** Possible (25)
(Rating range from 0 to 25)

(Consider the person's actual production on his job and rate him from 0 to 25 accordingly. If he is on a job on which Production cannot be measured or is not of the essence, then consider the following factors as guide lines in arriving at an evaluation. Do not give numerical ratings to factors.)

(a) Capacity

(b) Industry

(For guidance
see page 17)

(c) Application

(d) Enterprise

(e) Initiative

(f) Creativity

(2) QUALITY Possible (25)
(Rating range from 0 to 25)

(Consider the quality of the person's work and rate him from 0 to 25 accordingly. If the product is intangible, consider the following factors. Do not give numerical ratings to factors.)

(a) Capability

(b) Skill

(For guidance
see page 17)

(c) Ingenuity

(d) Dexterity

(e) Expertness

(f) Originality

Appropriate consideration should be given in the ratings where applicable in those cases where an employee is performing in a grade above or below his actual grade.

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B. VALUE OF EMPLOYEE TO AGENCY Maximum Possible Total 20

(1) SUPERVISORY OR LEADERSHIP QUALITIES Possible (10)
(Rating range from 0 to 10)

(Consider the person's actual or potential supervisory or leadership qualities as indicated by, but not necessarily limited to, the following factors as guidelines. Do not give numerical ratings to factors.)

- (a) Accepts responsibilities
- (b) Commands respect
- (c) Resourceful
- (d) Good judgment
- (e) Decisive
- (f) Thinks clearly
- (g) Respects authority
- (h) Is considerate of subordinates

See pages 18 and 19 for guidance.

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Value of Employee (Continued)

(2) VERSATILITY OR EXPERTNESS Possible (5)
(Rating range 0 to 5)

"Versatility" is measured by:

- (a) Satisfactory service in diverse jobs.
- (b) Capacity for satisfactory service in diverse jobs.
- (c) Official "holds" on certain assignments.

"Expertness" increases in value in direct ratio to the importance of the job and the difficulty of replacement.

(3) GROWTH POTENTIAL AND TRAINABILITY Possible (5)
(Rating range 0 to 5)

"Growth Potential" is measured by:

- (a) Present readiness for greater responsibilities or
- (b) Visible potential for training for greater responsibilities.

Points will not be awarded for "Trainability" simply for a period of training. In order to accrue points based on "Trainability", the record must show extraordinary performance in a training course. The sophistication or difficulty, of the course should also be taken into consideration.

See guidance on pages 20 and 21

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C. PERSONAL EFFECTIVENESS Maximum Possible Total 10
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(Rating range from 0 to 10)

(Consider overall personal effectiveness as reflected by the following factors as guidelines. Do not give numerical ratings to the factors.)

- a. Character
- b. Decisiveness
- c. Judgment
- d. Persuasiveness
- e. Purposefulness
- f. Maturity
- g. Loyalty
- h. Relations with others
- i. Consideration for subordinates
- j. Respect for authority
- k. Poise
- l. Cooperativeness

See page 22 for guidance.

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D. ACCEPTANCE OF CAREER SERVICE OBLIGATION

(Rating range from 0 to 9)

Maximum Possible Total 9

Assign a rating as indicated below based on an evaluation of the assignment record and the area assignment preference of the individual.

- | | |
|--|-----|
| 1. Has served a regular tour overseas. | 9 |
| 2. Is committed to serve anywhere without reservation. | 8 |
| 3. Will serve anywhere, but requests an exception or a temporary deferment (not over 1 year) for valid personal reasons. (If deferment over one year or unreasonable exception is requested, use #4, #5 or #6 as indicated.) | 5-7 |
| 4. Available for certain assignments, but has declined specific assignments or will not serve in certain areas. | 3-4 |
| 5. Generally unavailable for valid reason. | 2 |
| 6. Generally unavailable for questionable reasons. | 0-1 |

See pages 23 and 24 for guidance.

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E.	<u>EDUCATION</u>	<u>Maximum Possible Total</u>	<u>5</u>
	4-year college degree	4	
	2 or more years college	2	
	Additional degrees or qualifications evidenced by state licenses to practice a profession	1	

1. Substitution of points for CIA experience in lieu of education is provided as follows:

- a. An employee who has no college education, and who has served five years with satisfactory performance, may be allowed one year credit for experience in lieu of education for each year's service after five years.

- b. An employee who has only a partial college education may, after serving five years with satisfactory performance, be allowed one credit for each year of completed college work not previously credited to him under the rating standard for education.

- c. An employee with a partial college education, which has been credited to him, may also, after five years of service, be allowed such substitute credits of experience in lieu of education for each year's service after five years to make up the credits lacked in education.

- d. Experience referred to above must be security experience with CIA.

- e. In no event will the total credits attained under the provisions of paragraphs a, b, and c above exceed "4".

See page 25 for guidance.

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F. EXPERIENCE **Maximum Possible Total 3**

1. One point for each five years of intelligence or security experience to a maximum of three points for fifteen years or more.

G. TIME IN GRADE **Maximum Possible Total 3**

1. Grades 7 to 10 inclusive
1 point per year, to maximum of 3
2. Grades 11 and 12
1 point for each 2 years to maximum of . . 3
3. Grades 13 and 14
1 point for each 3 years to maximum of. . 3

See page 26 for guidance.

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PART III - GUIDANCE

GENERAL

1. The instructions and guidance contained in Agency Handbook

25X1A

[REDACTED] should be followed conscientiously in applying ratings. As a further aid in this respect, explanations and general guidance for the application of numerical ratings to the elements outlined in Part II of this Manual are set forth hereunder.

2. The evaluation process is an arduous, time-consuming endeavor, but it is so vital to the career of the individual employee, that those entrusted with it must apply themselves conscientiously and objectively to insure that accurate and fair ratings are determined for each employee. There is no substitute for patience, perseverance and hard work in this task, and each panel member should so dedicate himself as an obligation to the Office and his fellow careerists.

3. In arriving at an evaluation, reliance must be placed on documentary records such as Fitness and Performance Reports, Training Evaluations, Special Reports on Conduct, etc. While care must be taken

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[REDACTED] L

not to over-emphasize panel members' personal knowledge of an individual, at the same time if that knowledge concerns information not in the records or raises a question as to the accuracy of a Fitness Report, it should be given full consideration by the panel. Personal interviews of the employee, his supervisor, or others having knowledge of him or his work, should be utilized whenever necessary to produce, confirm or resolve information to aid in the evaluation.

4. The evaluation process transpires by a panel giving numerical ratings to the elements listed in Part II of this Manual. These element ratings, when added together, represent the panel's evaluation of the person under consideration; this also becomes the composite rating score by which the individual is compared with other persons of the same GS grade. To arrive at a proper rating for an element or sub-element, consideration must be given to the relation of certain factors to the person being evaluated. The factors are listed in Part II under each sub-element. Panels may and should consider whatever factors in addition to those listed, are in their opinion germane to the element under consideration. It is repeated that no numerical value is to be given to the factors; they are used only as guides for the panel to arrive at a proper rating for the element.

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A. PERFORMANCE

1. PRODUCTIVITY AND QUALITY (See page 8)

25X1A

a. Follow the guidance given in Handbook [REDACTED] under II, Section C, 1(a). Factors to consider in evaluating a person's "Productivity" and "Quality" are listed on page 8. These factors should be given particular consideration when the person being evaluated works on a job, the performance of which does not directly equate itself to "Productivity". The best source of information for evaluating "Productivity" and "Quality" should be the Fitness Report.

b. "Performance" carries the highest rating value in the evaluation process. Therefore, care must be taken not to over-evaluate in this element. It is well realized that Fitness Reports in general are made on the high side; this naturally affects the evaluation, but panels should weigh all evidence, including the members' own knowledge of the individual being rated together with their knowledge of his supervisor, before following blindly any Fitness Report which does not appear to have been made with considered judgment. In cases where performance is known to be only average or below average it should be so rated. An unjustified high rating of an average or mediocre person is unfair to the excellent employee because the ratings will not reflect the difference between them.

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B. VALUE OF EMPLOYEE TO AGENCY (See page 9)

Each of the three sub-elements listed must be carefully considered individually to arrive at a composite rating for the major element of "Value". In accomplishing this, each factor under a sub-element should be thoroughly considered and discussed with respect to its applicability to the person being rated.

It is intended that in assessing the "Value of Employee to the Agency", full attention and credit be given to the individual's overall potential as reflected not only in the current Fitness Report but by his past record. His record should be carefully reviewed to note what comments his supervisors have made regarding his potential.

Panels are again cautioned against over-rating. In order to emphasize the value of truly superior persons, those who fall short must be rated correspondingly lower to reflect the differences.

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Value of Employee (Continued)

1. SUPERVISORY OR LEADERSHIP QUALITIES (See page 9)

a. Note that this sub-element carries the highest possible numerical value (10) of all the sub-elements. Do not make the mistake of assigning a high numerical rating to this sub-element simply because an affirmative reaction is obtained in the consideration of all the listed factors relating to it. Consider carefully the degree to which each factor applies to the person and thus arrive at the numerical rating which most accurately describes the degree of his "Supervisory or Leadership Qualities", either actual or potential. Remember that only the exceptionally outstanding individual should approach the maximum rating, otherwise a "High" rating loses its comparative value. Do not over-rate.

b. Section B of the Fitness Report contains a mandate that supervisors be rated on their ability to supervise, therefore that section should be a source of information in rating this element.

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Value of Employee (Continued)

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2. VERSATILITY OR EXPERTNESS (See page 10)

a. The person's record should be examined to see if it shows diversity of experience or a potential for such diversity within the Office of Security or the Agency and the capability demonstrated in any such assignments. An individual should not be considered as having flexibility or versatility and thus a high potential value to the Agency, simply because he has rotated in a number of jobs, and vice versa. Some personnel have been moved from one job to another because of their lack of competence.

b. The record should also be examined for "Expertness" in an essential function. Some persons who have remained in one position or one kind of work may have a high potential in "Value to the Agency" based on their expertness in a specialty.

c. One person may have a high potential simply on the promise he shows of being able to handle jobs of a diverse nature, another on his potential expertness in an important specialty. It goes without saying, of course, that an employee who has either served in a highly competent manner in more than one phase of our work or who has demonstrated his expertness in an essential specialty may well be considered to have proved his value in this element and be rated accordingly.

d. The "Official Hold" factor refers to a determination by the Director of Security, Medical Staff, or other qualified authority, that a person's services are limited to specific duties or localities.

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Value of Employee (Continued)

3. GROWTH POTENTIAL AND TRAINABILITY (See page 10)

a. The rating insofar as it refers to "Growth Potential" will depend greatly on the potential demonstrated on past and current jobs as reflected in Fitness Reports, also in the opinions and judgments of supervisors as narrated in Fitness Reports and in the opinions and considered judgments of panel members based on their knowledge of the individual.

b. The effect which "Trainability" has on the rating will be reflected by the person's attainment in training courses and the sophistication or difficulty of the courses. The rating shall not accrue only by virtue of the time spent in training.

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C. PERSONAL EFFECTIVENESS (See page 11)

1. Consider "Personality" in its broadest sense and this will insure that the person with the qualities most wanted in the listed factors under this element will receive the highest rating.

2. This element embodies much more than a "hale-fellow-well-met" attitude. The jovial extrovert may not necessarily receive the highest score. If such qualities help him establish good relations with others, then that one factor will be favorable to him in the evaluation, but remember that it is only one among the twelve factors listed. If such a person does not measure up well in consideration of the other factors, he may very well rate below the more retiring person who proves to have the qualities looked for in the other factors, such as character, decisiveness, judgment, respect for authority, poise, etc.

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D. ACCEPTANCE OF CAREER SERVICE OBLIGATION

(See page 12)

1. The latest Area Assignment Preference Form (Rev. 4/61) and records of previous assignments as reflected in the Administrative File are the sources of information for rating this element. (Blank Area Assignment Preference Form is attached.)

2. A rating of "9" should be given for records of prior completed tours overseas. Where there is a record of a subsequently declined assignment, the rating must be arrived at on the merits of the case.

3. A check of Item 3-a in the Area Assignment Preference Form and no record of previous overseas service would indicate a rating of "8", even though the individual indicates that he is not requesting the first possible assignment.

4. A check of Item 3b with a valid request for deferment for a period of one year or less indicates a rating from "5" to "7" depending on the evaluation of the request. If the deferment request is questionable or if it is for a period over one year, the rating might range from "0" to "4".

5. A check of Item 3-c requires careful evaluation of the reasons given for requesting exceptions. The rating range will ordinarily be between "3" and "7". However, the rating in an extreme case might be as low as "0" if, for example, the exception requested were found to be

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Acceptance of Career Service Obligation (Continued)

unreasonable or a subterfuge; or in the other extreme a rating might be as high as "8" if the exception is one which would ordinarily be observed without being requested, such as not assigning a married person to Korea.

6. Ratings on checks of Item 3d will depend on the reasons given but will probably result in ratings from "0" to "2".

7. If the individual indicates (Item 4), or the Panel knows, that there is a medical or other reason which precludes him or his family from serving overseas, the Panel should determine whether the reason has been recorded officially by the Medical Staff or other authority (if in its judgment such a resolution is necessary to arrive at the appropriate rating). If it is decided that the "Official Hold" does in fact preclude the individual from an overseas assignment, he should be rated accordingly. This is not to be considered as a punitive rating but is simply a rating which will make an equitable comparison with other individuals who will and can accept other assignments.

8. Indications of the desired area of assignment (Item 5) are used only as guides in assigning personnel. Therefore, those statements in themselves are not to be considered as restrictive unless specifically so stated in "Comments".

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E. EDUCATION (See page 13)

a. A college degree at the bachelor level from a recognized college or university is required in order to attain four points.

Except as provided for in paragraph "c" below, no points will be given for less than two years of college work and only two points can be attained for two or more years of college without a degree.

b. One additional point is allowed for a graduate degree or evidence of registration for the practice of law, accounting, engineering, etc.; however, no more than one point additional for a total of five points is allowable for any or all of these extras, and only four points are allowed for an LLB degree without a prior AB or BS degree.

c. Employees may be granted credit for experience in lieu of education after they have performed satisfactorily for a period of five years. Substitution of points for experience in lieu of education is allowed as stated on page 13, Part II.

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F. EXPERIENCE (See page 14)

a. This experience may be acquired outside of CIA. If necessary, the individual's personal history statement should be examined for information on which to rate this sub-element. The service computation date should be set at the month the panel estimates it will complete its evaluations.

b. Intelligence or security experience at clerical levels is creditable for points to individuals being rated in clerical grades.

c. Intelligence or security experience at clerical levels is not creditable for points to persons being rated in professional grades.

G. TIME IN GRADE (See page 14)

1. Time in grade should be figured to include the month that the panel estimates the competitive evaluations will be completed for the GS grade being processed. For example, if a panel starts working on GS-12 grade personnel late in March and estimates it will not finish until May, all periods of service should be figured to May.

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